



**Take a moment to wrap up that email, minimize those windows
and fill up your water. We'll be starting soon.**

Managing Through Election Season

Workshop & Community Conversation

The
Management
Center

Turning good intentions
into great results

Who's here?

- **Rename your tag:** Name, Pronouns, Organization
- **Optional - In chat window:**

We invite you to share anything you'd like to share about you!

Expect:

- 75 mins, not recorded
- Sharing frameworks, samples, tools
- Invitations for you to share via chat
- Dedicated Q&A time
- Follow-up email with links to all the things!
- Closed captioning from VZP Digital

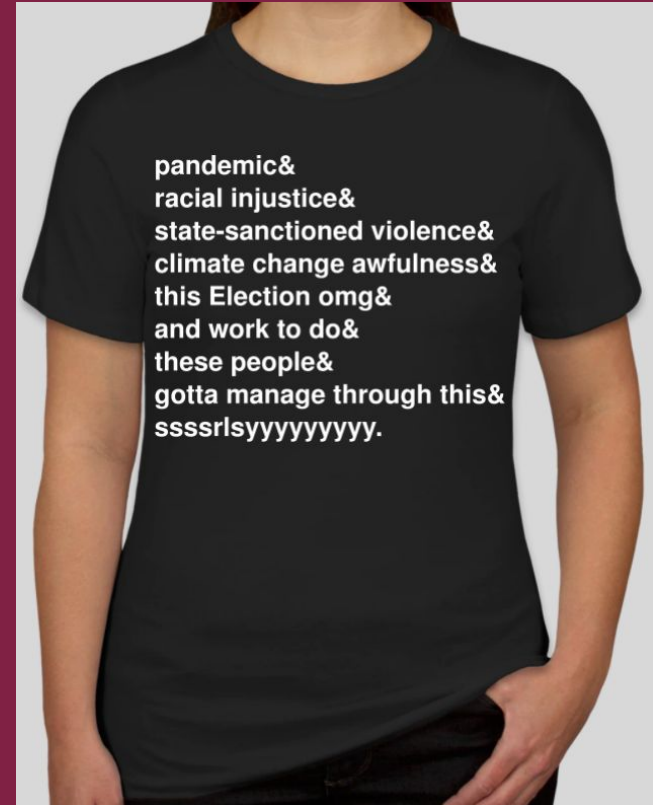
ABOUT US



We help non-profit leaders turn good intentions into great results through **effective** and **equitable** management.

Let's face it...

- pandemic
- racial injustice
- state-sanctioned violence
- climate change awfulness
- this Election omg
- and work to do
- these people
- gotta manage through this
- ssssrlsyyyyyyyyyy



**Acknowledging the
situation is necessary
and powerful.**

don't skip it.

Acknowledging

what might happen?

*Not much is regular
about this election.*





deep breath y'all.

Acknowledging

what might happen

Acknowledging

what might happen

the impact won't be the same

WE'RE NOT IN THE SAME BOAT



Acknowledging

what might happen

the impact won't be the same

Acknowledging

what might happen

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**we're managing through uncertainty,
complexity, and potential turmoil**

Acknowledging

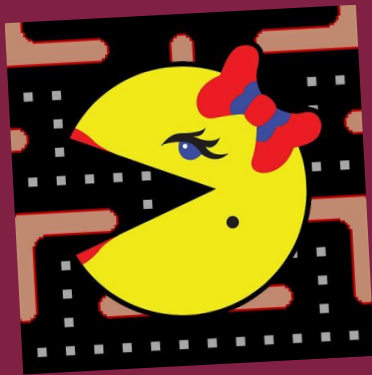
what might happen

the impact won't be the same

**we're managing through uncertainty,
complexity, and potential turmoil**

what's in our control

a PAC



a PAC

- . Purpose**
- . Agency**
- . Connection**

. Purpose

Why might acknowledging purpose be supportive during periods of crisis?

PURPOSE IN THIS PERIOD



Org-level: Why are we focusing on this right now? Who are we trying to serve the most right now?

Team: How is our team contributing right now?

Individual: What's my role right now?

GROUND IN ORGANIZATIONAL PURPOSE

During this period of crisis...

EXTERNAL

- We're making a impact by _____.
- We're partnering with _____ to do _____.
- We're advancing racial equity by _____.
- We'll be proud of our work because we _____.

INTERNAL

- Our relationships will be stronger because _____.
- We're advancing internal equity by _____.
- We'll learn together as an org by _____.
- We're taking care of our people by _____.

pick one sentence to complete and share in chat →→→→

COMMUNICATE PURPOSE



"This has been a devastating year for so many of our members, and there's a chance that the next few weeks could make things worse."*

Our role is to continue to be there for folks, and to pay extra attention to those experiencing the most harm.

The December summit that our team is organizing is critical right now because...



And your role is invaluable in that because..."

HELP FOLKS GROUND IN PURPOSE

During this period of crisis...

- Your work matters because _____.
- You'll be supporting _____.
- In your work you'll be advancing racial equity by _____.
- As a team, our purpose is _____ and your role in that is _____.
- Through your work, we're going to learn _____.
- We'll be proud of our work because _____.

Think of someone on your team, pick one sentence to complete, and share in chat →→→→

COMMUNICATE PURPOSE - HR DIRECTOR



"This has been a devastating year for so many of our members, and there's a chance that the next few weeks could make things worse."*

Our role is to continue to be there for folks, and to pay extra attention to those experiencing the most harm.

The HR team's job is to attend to our team's needs through this crisis.



Your work matters because having clear policies that allow people to take care of themselves and do what they need to do is critical right now"

q+a pit stop

any questions so far?

- *use chat*
- *raise hand to unmute*

- . Purpose**
- . Agency**
- . Connection**

. Agency

In times of uncertainty and crisis, choice & agency are a vehicle for feeling ok.

What choices can we give people?

DIAL UP AGENCY

Make the implicit explicit about choices people have.
Where possible, increase their agency right now.

THEIR WORK

Support staff to decide what to
prioritize right now.

THEIR TIME

Increase flexibility & space to do what's
needed — like voting!

THEIR ENERGY

Support for BIPOC folks' choices & boundaries on how to
engage emotionally — when, where and with whom,
especially when it comes to processing external events.

What's one thing you want to consider? Share in chat →→→→

TIME-OFF POLICY EXAMPLE

We're adding 3 extra personal days

- *In addition to Election Day, you have 3 extra personal days*
- *Use them before Dec 31, 2020*
- *There may be additional demands on you during this period — we want you to have the space to do what you need to do.*

Why this approach?

- More agency to use how they want
- If you get more specific, you might run into liability issues

Equity Choice Point: Not everyone is in the same boat

- Provide resources on how to safely vote or protest during a pandemic, know-your-rights-guides, legal hotlines, bail funds, and make sure you have people's most up-to-date emergency contact info

ORG CHOICES: ANNUAL EVALUATIONS

Do or don't?

- If you do, get clear on the purpose:
 - *Goals (stepping back, recognizing accomplishments or hard work, or setting expectations for 2021)*
 - *Development (giving feedback and making a plan)*
 - *Compensation (merit-based increases? promotions?)*
- If you don't, it's okay!
- It's also ok to delay and do in the new year (comp changes can be retroactive)

Tips/Ideas


- If their goals shifted in 2020, evaluate on competencies vs. progress-to-goals
- Focus on feedback (emphasize praise & celebration)
- Make it more of a step-back / less formal
- Get lots of input (especially if you've observed less than usual)

Equity Choice Point: Not everyone is in the same boat

- Some folks count on evaluations as their only chance to request promotions/raises (caution for skipping altogether)

A photograph of two Weimaraner dogs sitting on a wooden seesaw in a lush garden. The dog on the left is sitting on the raised end, looking towards the right. The dog on the right is sitting on the lower end, looking towards the left. The seesaw is balanced on a stack of logs. The background is filled with green foliage and trees.

**purpose + agency
need to be in balance!**



**NOTHING MATTERS BUT
WORK WORK WORK WORK
WORK, WORK WORK
WORK WORK.
WERQQQQQQQQQQQQQQQ.**

**NOTHING MATTERS AT
WORK. YOU CAN BE ON
PTO FOREVER.**

**purpose + agency
need to be in balance!**

- . Purpose**
- . Agency**
- . Connection**

. Connection

Hey. You're not alone.

**Have you ever felt alone...
while you're in a group?**

What causes that feeling?



reflection:
**how do you
emotionally
show up to
this event?**



authentic
connection
+ equity
=

**people with
less power can
be real, and we
embrace the
full range**

SPACES FOR CONNECTION

- **Regularly Recurring → turn up PAC!**
 - All-staff meetings
 - Team meetings
 - 1:1 Check-ins
 - Identity-based affinity group meetings
- **Additional venues to connect through this period**
 - Career/position-level
 - Cross-team/dept groups
 - new Slack channels
 - Open Zoom hangout room

It doesn't all have to be on you: decentralized, organically organized spaces during this period can be a home for authentic connection, support, and joy.

COLLABORATION IS CONNECTION TOO



THE DAY AFTER: TIPS

Post-Election Day Debrief?

- Ask your most well respected facilitators for advice on how to hold space
- PAC
 - Purpose of meeting: processing? connection? next steps? Be clear!
 - Agency - Give people choices on how to engage (or not!)
 - Make space for connection! **Sample Structure:**
 - **Whole group** - short and clear, reiterate your org purpose during this time.
 - **Solo reflection time**
 - **Optional small group breakouts** - give folks a chance to process with each other
 - **1:1 time** to just connect with each other

Sample Agenda <https://www.managementcenter.org/resources/post-election-day-debrief/>

tips on operationalizing

- . Purpose**
- . Agency**
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IN 1:1 CHECK-INS

Purpose

- *“Here’s why the December summit is so critical right now... and your role is invaluable in that because...”*
- **Reinforce what’s going well** — *“You’ve been doing a great job on the database transition, and I’m grateful because that helps us have better, more accurate data to use...”*

Agency

- *“I want to make sure you feel able to use the extra personal days policy in these next few weeks — how can I support you?”*
- **Engage** — *“What ideas do you have for getting our team ready for the next few weeks?”*

Connection

- *“We’re blocking off the afternoon of Nov 4 to have team huddles and identity-based caucus to process the results (or lack thereof).”*

Sample Q’s <https://www.managementcenter.org/resources/2020-election-season-check-ins-add-on/>

WHO'S OWNING THIS?

Appoint a person and/or a small group to navigate the period:

- **Owner and a small coordinating group**
 - Have a strong owner to drive your organization's work through this period
- **This might be pretty big! Make sure that the owner:**
 - Has an appropriate MOCHA — small enough to be nimble (they may have to convene every other day at some points)
 - Understands what they have autonomy and agency over
 - Engages with stakeholders to build buy-in on the plan
- **Prioritize what you'll be hands-on or hands-off about**
 - External comms, messaging, legal matters
 - Remember your comparative advantage
- **Form a Rapid Response Team**
 - 3-5 people in senior positions that can convene quickly, make org-wide decisions, and easily oversee the execution
- **Ok to create phases with distinct leads — this might take a while!**



A TRIBE CALLED QUEST= SCENARIO

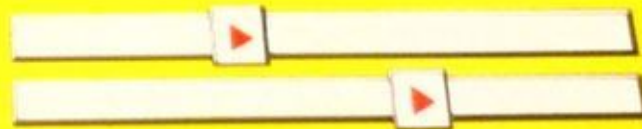
focus on:

most likely
scenarios

X

most likely &
distinct
organizational
responses

time



SCENARIO PLANNING - CLIENT EXAMPLE

Scenarios		In any scenario, acknowledge...	Purpose	Agency	Connection
1	Biden/Harris win, Trump concedes	Violence in the streets	<i>Prepare to move our agenda forward and fight back against lameduck shenanigans</i>	<i>Time off choices on: even with less desirable outcomes, people need rest and agency</i>	<i>Celebration and collaboration on next steps together</i>
2	Trump/Pence win, Biden concedes	Impacts and threat of ongoing systemic racism and inequality	<i>Prepare to resist</i>		<i>Hold space for the range of reactions, feelings, experiences.</i> <i>1-1 check-ins</i>
3	Biden/Harris win, Trump doesn't concede or commit to a peaceful transition	COVID-19 Range of feelings and needs	<i>Prepare to defend our democracy in this crisis</i>		

**questions and hopefully
helpful answers**

Managing Through This Election Season: we want to hear from you!

Thank you for participating in our Managing Through This Election Season: Community Conversation and Workshop! We know that this is a challenging time for managers and leaders, and The Management Center will be here alongside you in the coming weeks and months.

Please take 2 minutes to let us know how this experience was for you, so we can continue to provide helpful resources and support.

Name and Organization (optional)

Your answer

Email Address (optional)

Your answer

What did you find most useful about this session?

Your answer

Survey Link: <https://forms.gle/aJ3svePJC6dCEMd3A>

Next steps

- slides & resources coming
- in chat: resources to share?
- slack channel invite coming

Connect with us!

bex@managementcenter.org

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